

## Labour-Management Cooperation: A Study of Organizational Stability and Survival in Skelabelt Services Limited, Nigeria

<sup>1</sup>Ofil, Frederick Iwendi & <sup>2</sup>Raimi, Lasisi

<sup>1&2</sup>*Department of Sociology and Anthropology,*

*Faculty of Social Sciences, Federal University Otuoke, Bayelsa State, Nigeria*

### Abstract

Organizations all over the world place primacy on stability and survival. However, to survive organizations must actualize their stated objectives without which they become defective and/or non-functional. The attainment of set goals is therefore cardinal to all organizations. It is this functionality based on articulation, projection and actualization of objectives that ensure their continuous existence and survival. While striving to achieve the stated goal/objectives, organizations are usually confronted with challenges (internal and/or external) which tend to hinder and/or limit their ability to actualize their potentials of maintaining stability/survival. Consequently, organizations adopt mechanisms and strategies that enable them to overcome these challenges. Hence, the study examined how labour-management cooperation affects organizational stability and survival in Skelabelt Services Limited, Nigeria. To achieve this, the human relations theory was adopted as the theoretical framework in addition to the descriptive research design as the methodology. The data for the study were collected with the use of the questionnaire instrument and the associated data were analyzed using the Chi-Square statistical technique. From the analysis, the findings revealed that motivation is a vital ingredient for labour-management cooperation and also that a relationship exist between labour-management cooperation and organizational homeostasis/stability and survival. In light of the above, the paper recommends that the issue of worker's motivation through enhanced salaries/fringe benefits and training and retraining should be upheld and sustained by the management in order to maximally appropriate the cooperation and commitment of the workers. Also, that positive labour-management relation that is devoid of rancour and acrimony where both party interests are seen to be complementary as against being dialectically opposed should be encouraged for organisational stability and survival.

**Keywords:** *Organization, Homeostasis/stability, Survival, labour/workers, Management, Cooperation.*

*Corresponding Author:* Ofili, Frederick Iwendi

### **Background to the Study**

Organization can be seen as a group of people with an articulated interest and purpose. It has to do with a coming together of a collection of individuals/group with a defined purpose, interest or objective. This interest articulation and projection explains the diversity existent in the classification of organization. Some classifications are based on the nature of relationship existent among interacting members giving rise to what is known as Formal and Informal Organizations. Some others are classified based on size i.e. big organization and small organization. Some others in turn are classified based on function performed i.e. manufacturing organization, and service organization. While some others are based on ownership and benefit i.e. public organization, private organization, voluntary organization and mutual benefit organizations. These are varied forms of organization with different scope, interests and complexities. However, irrespective of the form and manner these organizations may assume, there is usually a point of convergence which centers on interest/objectives projection. All organizations exist to actualize their stated objective/s without which the organization is said to be defective and/or non-functional and so is jettisoned into the dust bin of extinction.

It is this functionality based on objective articulation and projection that guaranties the continuous existence and survival of any given organization irrespective of its form, manner, dimension and/or complexity. To actualize the stated goal/objective, organizations undertake and/or put in place certain measures that tend to activate this. So it is that issues bordering on resources acquisition, market dominance and environmental adaptation take ascendance in the policy decisions of all organizations.

To remain relevant thereby attaining her stipulated goals/objectives, an organization must have access to the required resources in terms of raw material and of man power. These are key ingredients required by organizations for continuous functionality and existence. Raw material is the oil that lubricates the engine of production. It is with raw material that an organization actualizes itself in terms of production and reproduction. Therefore, all organizations strive as a matter of necessity to have an adequate and unlimited access and control of their raw material base without which effectiveness in production drive becomes hindered.

The other ingredient that organizations strive for to remain relevant and maintain balance in a competitive business world is to have a share of the market dominance. Organizations are faced with the issue of how and where to dispose their goods and services. Where goods and services are produced but cannot be disposed as a result of the inability of the organization to find an out-let in form of market or customer is a disturbing and unhealthy threat to the survival of the organization. Being aware that an organization co-exists with other organizations in a competitive as against a complementary relationship, they therefore compete among themselves for the control of the market. It was the attempt to have a fair share of the market arising from the mass production of goods occasioned by the emergence of the industrial revolution that gave rise to the scramble and partition of Africa (Hiribarren, 2020) by the then European powers of Britain, France, Portugal, Spain etc. The European powers in

order to have market dominance over others embarked on aggressive military expedition in Africa. However, to avert the huge military and economic implications of the adventure, but still with the intension of maintaining and/or controlling the market, resorted to the later move of the scramble and partition which eventually culminated in the colonization of Africa and the other Third World countries (Kohn and Reddy, 2017; Bell, 2016; Young, 2001). These actions replicate themselves in the sphere of organization.

Just as organizations are confronted with the issue of raw material and how to gain access to it, there is also the challenge of how they can have market dominance or a fair share of the market for their goods and services against other competing organizations. An inability of an organization to have market dominance or fair share of the market for their goods and service will create an imbalance and instability for the continued existence of the organization (Ogunbameru, 2005, Cole, 2004). Therefore the role of potential market for the disposition of an organization's goods and services cannot be over emphasized for the continued existence and survival of an organization most especially in the face of stiff competition from other contending organizations.

Organizations in the bid to remain relevant in the attainment of their stated goals and objectives are most often confronted with environmental issues and challenges. These environmental issues such as community factors in recruitment, governmental policies and regulations, etc. confront and threaten the ability of an organization to maintain equilibrium, hence organizations strive to adapt to these environmental factors. This they do by instituting strategies and mechanisms or modalities that tend to enable them remain relevant and competitive in their business.

Essentially, labour or manpower plays a crucial role in the attainment of the goals/objectives of any given organization. Labour according to classical economists is that human energy that is put into production. Labour is the amount of physical, mental, and social energy put into the production of goods and service in an organization. It generates the skills and manpower that is used to turn raw materials into consumable goods and services (Amadeo, 2020, Encyclopedia Britannica,2020).It is that physical, mental and emotional capabilities of man that is exerted in the course of production. These human efforts can be utilized either individually and/or in group form. It is these human efforts that transform the organizational raw material into tangible or concrete deliverables. No wonder the great German sociologist and social crusader Karl Marx, radically adduced that labour creates wealth but expropriated by the capitalist (Sayers, 2017; Harvey, 1983). This is subsumed in the fact that productivity is energized when raw materials and other agents of production come in contact with labour. Hence, labour is a central or crucial ingredient of production in organization. Arising from this, all functional organizations take the issue of labour serious especially with regard to sourcing (recruitment/placement), improvement (training and re-training) and retention (motivation and work relations). The role of labour in an organization is so crucial to be ignored. Labour or man power assumes various forms as skilled, semi-skilled and unskilled. Whichever form it may assume or be classified, all manifest their potentiality in production. Unlike the other ingredient of production which is raw material, labour being not just human

energy or capabilities that creates wealth, relates/interacts in the course of production. This interaction occurs between her and the other factor of production called the Entrepreneur/management. The interaction between both shapes the form and manner assumed by the mode of production or the economic system. Therefore, the mode and/or nature of the interaction process assumed by the mode of production determine the nature and character assumed and so manifested by labour.

The nature and character assumed and made manifest by labour in its interaction with the management/entrepreneur in the course of production goes a long way to determine the equilibrium status of the organization. It is important to state that the form and nature of interaction between labour and management can assume varied dimensions of cordiality and antagonism. Cordiality arising from mutual understanding and cooperation exhibited by both parties while antagonism due to mutual distrust and divergent opinions and interest upheld by both parties in the course of interaction. Whichever form the interaction process assumes, there are manifest implications the organization. Hence the nature and form of interaction existent in an organization to a great extent influences and/or determines the level and the ability of an organization to maintain homeostasis/stability. The study therefore is focused at examining the nature and form of relationship existent in organizations and how this relationship influences or determines the nature, character and the ability of an organization to maintain stability/equilibrium.

### **Statement of the Problem**

Modern complex organizations are usually beset with the issue of stability or homeostasis/equilibrium and survival. The maintenance of equilibrium therefore stands out as a cardinal objective of all organizations. This is explainable by the fact that an organization must first be stable or at equilibrium for it to attain its stated goals and objectives. An organization that is unstable most often, finds it difficult to achieve its goals and objectives because it will have to contend with a fundamental distraction of trying to attain balance. Without homeostasis an organization drifts toward atrophy or extinction. This drift towards disequilibrium can emanate as a resultant outcome of disorientation arising from divergent interests between the management and the workers or economic unprofitability of the organization among others.

Organizations, just like humans, do not want to die and as such, they do everything within their power to remain alive or in existence. In line with this, various strategies are most often adopted by organizations. One of such strategy is the maximization of production and profit. Classical economists like Adam Smith, Ricardo among others share the perspective that organizational growth and stability is a function of its productive capacity and profit maximization (Sayers, 2017, Cole, 2004). This viewpoint places the ability of the organization to maintain stability within the doorsteps of production level and profit margin. While this might be true, it fails however to account for the seeming conflict situations in organization in spite of huge production/profit margin.

More so, scholars such as Woodward (1958), Jay Galbraith (1977), Frederick Taylor etc. attribute the ability of an organization to maintain balance/equilibrium to the technology existent in that organization (Abba, Anazodo, and Okoye, 2004, Ekpenyong, 1993). The argument put forward here is that the nature and level of technology employed by an organization in its production line influences/determines its resilience and adaptation to change. Modern complex organizations adopt semi/hi technology in the production process and so is susceptible to manipulation by its equally specialized personnel thereby enabling it to wither any challenge arising from a seemingly disruptive technological imbalance. The relevance of technology to the stability of an organization cannot be undermined however, it should be noted that technology in itself is subject to a worker's skill level which may be at imbalance with the existing technology thereby causing disruption as against homeostasis.

Arising from the deficiencies of the above factors in adequately explaining why and how organizations are able to maintain balance, the existential cooperation between the management and the workers/labour readily comes to focus as an explanatory variable. Scholars like Barnard Chester, Elton Mayo etc. are of the view that the existing working relation between the management and the workers/labour is fundamental to the stability and survival of any organization (Ogunbameru, 2005, Ekpenyong, 1993, Girigiri, 1999). Where there is an antagonistic working relationship between the management and labour/workers, such an organization irrespective of its level of technology, sphere of market control and profit might be heading for a doom because conflict negates homeostasis and stability. The question then is, how can cooperation by management and labour be elicited knowing that the interest of both are at variance thereby making conflict inevitable which in turn negates organizational homeostasis? In the light of this therefore, this study seeks to examine the relationship between labour-management cooperation and the ability of an organisation to maintain stability/homeostasis with specific focus on Skelabelt Services Limited.

### **Objectives of the Study**

The objectives of the study are:

1. To ascertain how cooperation from labour can be elicited in an organization
2. To examine the relationship between management-labour cooperation and organizational survival and stability.

### **Hypothesis**

The following research hypotheses have been formulated to guide this study.

1. The higher the level of motivation of labour/workers, the higher the cooperation between management and labour.
2. The more the cooperation between management and workers/labour, the more the organization will survive and maintain stability.

### **Review of Related literature**

#### **Perspectives on Organization**

The term organization has defined to mean a group of people with a particular objective, such as a business or government establishment. It is also seen as an agglomeration of people who come together for the purpose of work. The advanced English dictionary defined it to mean

the persons be it committees, departments, businesses etc. who make up a body and come together for the purpose of administering or accomplishing a stated objective. An Organization according to business dictionary has equally being defined as a social unit of people that is structured and managed specifically to actualize a need and/or to accomplish a group goal or objective. It went further to state that all organizations have management structure or arrangement that streamlines the different interaction or relationships existent in the organization be it between the different activities and the members and also assigns roles and responsibilities and the attendant authority needed to execute the different assigned duties. According to Pfiffner and Sherwood (2020), Organisation is the patterned ways in which large number of people, too many to have intimate face-to-face contact with all others, and engaged in a complexity of tasks, relate themselves to each other in the conscious, systematic establishment and accomplishment of mutually agreed purposes.

The above definitions of organization succinctly bring out the attributes or characteristics of organization which include; group of people, group or collective work, management structure with defined responsibilities and authority for its execution and finally defined and/or specific objective/goals. It implies therefore that organizations have to do with the coming together of persons assigned with different responsibilities and authorities with the sole purpose of attaining or accomplishing the group goal/s (Nwachukwu, 2011).

### **Organizational Stability**

It should be noted that the attainment of group goal/s is a prerequisite for the continued existence and stability of an organization. Without the attainment of its goal/s, an organization will become unstable and over time go atrophy. So it is that cardinal attention is usually paid by organizations on stability and survival cum goal attainment. Enormous resources in terms of time, finance, material and human are usually devoted by organizations in the bid to maintain organizational equilibrium and survival arising from the numerous challenges (both within and outside) confronting her. What then is organizational stability/homeostasis?

Organizational stability according to Rao (2011) is the maintenance of the status quo or a methodical and steady growth by an organization whereby the organization follows a safety oriented and status maintenance strategy that ensures its survival in spite of the confronting challenges. Hence, the organization ensures that its operations are unhindered in terms of the maintenance of its products, level of efforts, markets and functions irrespective of the confronting circumstances.

Organisational stability has equally been defined according to Brain Mass, as the condition of an organization's financial, human resources and production being at a point of steady growth in terms of bottom-line, staff evaluation and growth. Hendricks (2018) explained stability to mean having a solid foundation or things staying the same. Organizational stability therefore implies a situation whereby an organization is in a state of homeostasis or equilibrium and so is susceptible to survive in spite of all odds.

Though organizations strive as much as possible to maintain stability in order to remain operational and not experience atrophy, often times, some circumstances do affect their coping ability thereby subjecting them to change and eventual extinction. Hence in organizational management, attention is not just paid to stability but to change arising from the limitations to stability. What then are those limiting factors or conditions to organizational stability and survival? One of the limiting conditions is Resources (human and material). As noted earlier, an organization competes for raw materials with other organizations. Organizations make use of raw materials including humans to effect production. It behooves on her then to have access to these resources and also, maximally utilize them for efficiency and survival which in the contrary undermines her ability to compete and remain relevant (*Hendricks, 2018*).

While consenting to the essence of resources access/control, Rao (2011) is of the view that organizations in the attempt to maintain stability must contend with the issue of market. Just as organizations compete for resources so likewise do they compete for market for the disposal of their products. It becomes imperative for them to optimize their products' marketing outlets thereby maintaining dominance and/or fair share without which the organization grapples with stability and survival.

In line with the above, Rao (2011) identified certain conditions that organizations should adopt in the bid to maintain stability and equilibrium. These include; incremental growth, profit / harvesting strategy, sustainable growth, a pause strategy and pro-activeness. This view corroborates that of Hendricks (2018) who identified job security, confidence in taking risks to find solutions, predictability in role's responsibilities, and mature company hierarchy. Others include consistency and standardization in work, formalization of policies and procedures, and continuity in task or project management as some of the stabilization conditions which organizations must maintain in order to remain relevant.

### **Labour-Management Cooperation**

Labour or employee-management cooperation just like the principle of collective bargaining is an integral aspect of what is commonly referred to as industrial democracy. This is also known as workers participation in the management of the organization. This implies a condition where the workers make an input alongside that of the management in the running of the organization. Basically therefore, the concept of Labour-Management Cooperation denotes a situation whereby labour and management work hand in hand to achieve or execute a mutually acceptable and beneficial goal or interest. To achieve this certain procedures such as negotiation, consultation and dialogue are required (*Akkas, Chakma, and Hossain, 2015*).

It is believed that by this process of cooperation, management goal of increase productivity and workers/labour need of improved quality work life will be achieved. Labour-management cooperation equally ensures that proactive measures as against reactive measures are adopted by the organization in its policy decisions and implementation.

The principle of labour-management cooperation which is anchored on the philosophy of 'win-win' as against 'win-lost' ensures industrial harmony (*Raimi and Adias, 2018*) thereby promoting derived mutual benefit to both parties in terms of lowered cost of administration

with its attendant increase in profit with its spiraling better working conditions for the workers (ILO,2009; Weinberg, 1976). Labour-management cooperation consequentially provides the platform for improved working relationship/environment in the organisation hence bringing about a 'win-win' situation for both parties with the attendant organizational stability/homeostasis and survival.

### **Theoretical Framework**

For the purpose of this study. The Human Relations (HR) theory was adopted as the theoretical framework. The HR theory attempts to provide a perspective on organisations and the imperativeness of cooperative relationship. This theory was propounded by Elton Mayo, a Sociologist. The Human relations approach or theory starts with the postulate that in organisations, there is always a disorder. This disorder emanates as a result of the widened gap between technological development and social development (Ekpenyong, 1993). In organisations, frantic efforts are usually made to advance the cause and usage of technology while a less commensurate effort is made on the nature and mode of the social relationship existent in the organisation/s. This widening gap between technological development/advancement and the social development tend to have adverse consequence of social disorder in the work place. Elton Mayo being a social scientist was therefore concerned and worried about the consequence/s of this imbalance. His uttermost focus therefore was on how order and stability can be restored and maintained in a disorderly and unstable organisation.

In the effort to make an in-road on this, several researches were conducted. Such researches include the Hawthorne Experiment of the Western electric company, the Relay Assembly Test Experiment and the Bank Wiring Room Experiment (Ogunbameru, 2005, Nwachukwu, (2011), Ekpenyong, 1993). These experiments carried out by Mayo provide the essence of a mutual and favourable working relationship in the continued existence and stability of an organization in that the findings of the experiments showed a positive outcome in terms of increase in productivity of the workers arising from the cooperative attitudes of the workers themselves and with the management. Based on the outcomes of the experiments Mayo advocates that to restore order and stability, there should be cooperation between management and the workers/labour in the work-place without which the organization is bound to face disequilibrium and entropy. Positive Labour-management relationship therefore is seen as a cardinal ingredient needed for a continued existence and stability of an organization. The approach is therefore relevant for the study in that it brings to fore, not just the essence of motivation as an instigator for a harmonious and cordial working relationship by the workers/labour and the management, it equally exposes us to the need for labour-management cooperative relationship which is a precursor to organizational stability/homeostasis and survival.

### **Methodology**

The descriptive research design was adopted for this study. The study equally adopted two types of random sampling techniques which are the stratified and the simple random sampling techniques. The stratified sampling technique was used to divide the sample into two groups of



senior and junior staff. On the other hand the simple random sampling technique was used to select the respective respondents from the strata. The population of the study which is the entire workers of Skelabelt Services is 385 employees having a sample size of 259 derived from the use of the Taro Yamane (1967) statistical formula:  $n = \frac{N}{1 + N(e)^2}$ . Using the simple random sampling technique, 117 senior staff and 142 junior staff respondents were respectively selected based on their numbers using the ballot approach.

Two data collection methods were used by the study. They were the primary and the secondary data collection methods. The primary data were obtained through the questionnaire which was structured in nature while the secondary data were obtained from documentary review.

The methods of data analysis used for the study were the descriptive and Chi-Square statistical techniques.

## Results:

### Test of Hypotheses

**Hi:** The more the workers/labour is motivated, the more the cooperation between them and management. To test, we restate as follows; there is no relationship between motivation and labour-management cooperation.

**Table 1:** Respondents Responses on Motivation and labour-management Cooperation

Option	SA	A	D	SD	UD	Total
Junior Staff	52	48	32	9	1	142
Senior Staff	47	39	17	8	6	117
<b>Total</b>	<b>99</b>	<b>87</b>	<b>49</b>	<b>17</b>	<b>7</b>	<b>259</b>

**Source:** Authors' Field Survey

**Table 2:** Calculation of Expected frequency (e)

Option	SA	A	D	SD	UD	Total
Junior Staff	52 (54.3)	48(47.7)	32 (26.9)	9 (9.3)	1 (3.8)	142
Senior Staff	47 (44.7)	39(39.2)	17 (22.1)	8 (7.7)	6 (3.2)	117
<b>Total</b>	<b>99</b>	<b>87</b>	<b>49</b>	<b>17</b>	<b>7</b>	<b>259</b>

**Source:** Authors' Field Survey

**NOTE:** The numbers in parentheses ( ) are the expected value (e).

From the table above, the chi-square ( $\chi^2$ ) calculated value for the hypothesis is as follows;

$$\chi^2 = \frac{\sum(o - e)^2}{e}$$

Where

- o = observed frequency
- e = expected frequency
- ( $\chi^2$ ) = chi-square
- $\Sigma$  = Summation

**Table 3:** Calculated Chi Square for Hypothesis 1

<i>O</i>	<i>E</i>	$\frac{o - e}{e}$
52	54.3	0.1
48	47.7	1.9
32	26.9	1.0
9	9.3	9.7
1	3.8	2.1
47	44.7	0.1
39	39.3	2.3
17	22.1	1.2
8	7.7	0.0
6	3.2	2.5
		<b>20.9</b>

**Source:** Authors' Field Survey

Degree of freedom (df) = (r-1)(c-1) = (5-1)(2-1) = 4

Level of significance = 0.05

$\chi^2$  Calculated value = 20.9

Therefore,  $\chi^2$  expected (Table value) = 9.488

**Decision Rule:** The general accepted decision rule for the application of chi-square test states that: accept null hypothesis if calculated value is less than the table value and reject hypothesis if the calculated value is greater than table value.

**Decision:** Based on the obtained, the calculated ( $\chi^2$ ) value is greater than the table (expected) value (20.9 > 9.488), indicating that the relationship between the observed and expected frequencies is statistically significant. Consequently, we reject the null hypothesis which states that there is no relationship between motivation and labour-management cooperation and then accept the alternative hypothesis which states that cooperation is directly related to motivation. The higher the workers are motivated in terms of enhanced wages, fringe benefits etc, the more they will cooperate with management.

**H2:** The more the cooperation between management and workers/labour, the more stable the organization.

**Table 4:** Respondents Responses on labour-management cooperation and organizational stability

<b>Option</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>	<b>UD</b>	<b>Total</b>
Junior Staff	45	51	28	12	6	142
Senior Staff	36	45	18	14	4	117
<b>Total</b>	<b>81</b>	<b>96</b>	<b>46</b>	<b>26</b>	<b>10</b>	<b>259</b>

**Source:** Authors' Field Survey

**Table 5:** Calculation of Expected frequency (e)

Option	SA	A	D	SD	UD	Total
Junior Staff	45 (44.4)	51 (52.6)	28 (25.2)	12 (14.3)	6 (5.5)	142
Senior Staff	36 (36.6)	45 (43.4)	18 (20.8)	14 (11.7)	4 (4.5)	117
<b>Total</b>	<b>81</b>	<b>96</b>	<b>46</b>	<b>26</b>	<b>10</b>	<b>259</b>

**Source:** Authors' Field Survey

**Note:** The numbers in parenthesis ( ) are the expected value (e).

From the table above, the chi-square ( $\chi^2$ ) calculated value for the hypothesis is as follows;

$$\chi^2 = \frac{\sum(o - e)^2}{e}$$

Where

- o = observed frequency
- e = expected frequency
- ( $\chi^2$ ) = chi-square
- $\Sigma$  = Summation

**Table 6:** Calculation of Chi Square for Hypothesis 2

O	E	$\frac{o - e}{e}$
45	44.4	8.1
51	52.6	0.0
28	25.2	0.3
12	14.3	0.4
6	5.5	0.0
36	36.6	9.8
45	43.4	0.1
18	20.8	0.4
14	11.7	0.5
4	4.5	0.1
		<b>19.7</b>

**Source:** Authors' Field Survey

Degree of freedom (df) = (r-1) (c-1) = (5-1) 2-1) = 4

Level of significance = 0.05

$\chi^2$  Calculated value = 19.7

Therefore,  $\chi^2$  expected (table) value = 9.488

**Decision rule:** The general accepted decision rule for the application of chi-square test states that; accept null hypothesis if calculated value is less than the table value and reject if the calculated value is greater than table value.

**Decision:** Based on the above figures, the calculated ( $\chi^2$ ) value is greater than the table (expected) value ( $19.7 > 9.488$ ) indicating that the relationship between the observed and expected frequencies is statistically significant. Consequently, we accept the alternative hypothesis which states that organizational stability/homeostasis is positively related to labour-management cooperation. This implies that the more cordial and harmonious the labour-management relationship, the more stable/homeostasis the organization will be.

### **Findings**

The study was set to establish a relationship between motivation and the desire of workers to cooperate and /or maintain a cordial working relationship with the management. This is in addition finding out whether a relationship exists between labour-management cooperation and organizational stability and survival.

In the course of analysis, the data collected in relation to hypothesis 1 was presented in Tables 4.1, 4.2 and 4.3 above. The Chi-Square analysis showed that the calculated value (20.9) is greater than the expected (table) value (9.488) therefore, indicating that motivation of workers has strong relationship or bearing on the level of cooperation the workers will maintain with the management. This view is anchored on the belief that demotivated workers are dissatisfied and angry workers who will not show commitment to the goals and ideals of the organization but rather seeking for an opportunity to vent their venom on the organization. The finding corroborates that of Gillis & Clark (2006) who affirmed that there is a positive relationship between motivation and labour-management cordial relationship and cooperation.

For the analysis of hypothesis 2, the data collected in response to this was presented in Tables 4.4, 4.5 and 4.6 above. The analysis of the data using the Chi-Square statistical tool showed that the calculated value (19.7) is greater than the expected (table) value (9.488) therefore, indicating that there is a positive relationship between labour-management cooperation and organizational stability/homeostasis. This belief is anchored on the premise that with a harmonious and cordial working relationship devoid of suspicion and conflict between labour and the management, the organization is foist to withstand and resist all challenges (internal and external) that may confront her thereby maintaining stability and equilibrium. This stand corroborates that of the (ILO, 2009) which posits that labour-management cooperation enhances the chance of an organization's stability and survival.

### **Conclusion**

Based on the findings of this study, it is therefore safe to conclude that Skelabelt Services Nigeria Limited is concerned with the primary issue of maintaining stability and survival. While organizations strive to attain their set goals and objectives that of stability/homeostasis take primacy since stability and survival are sine qua non to the viability of organizations. It is evident from the study that the Skelabelt Services as an organization is desirous of stability and survival even in the face of contending challenges and constraints hence its adoption of mechanisms and strategies that acted as enablers. Consequently, the study submits that labour/workers motivation is an essential ingredient for labour-management cooperation because a motivated workforce is a committed one. As a result, a harmonious and cordial working relationship between management and labour is an enabler for organizational stability/homeostasis and survival.

## Recommendations

The study revealed the role of motivation in workers morale, commitment to the goals and ideals of an organization. Based on this, the study recommends that issue of workers motivation in terms of enhanced salaries/fringe benefits and training and retraining should be enhanced and sustained by the management in other to maximally appropriate the cooperation and commitment of the workers.

Equally, knowing that all organizations are desirous of stability and survival even in an atmosphere of challenges and constraints, the need for appropriate internal mechanism for its actualization becomes paramount. Hence the study recommends the upholding, strengthening and sustenance of that positive labour-management relationship that is devoid of rancor and acrimony where both party interests are seen to be complementary as against being dialectically opposed thereby negating the ability of the organization to be stable and to survive.

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